

CONSIDERATIONS FOR THE RENOVATION/REDEVELOPMENT OF MBCC from Greg Koegl.

1. LACK OF INFORMATION TO PAST PRESIDENTS AND PAST CAPTAINS

- There has been NO information exchange in writing to Past Presidents and Captains. This has made it difficult for ME personally to communicate with fellow Members. Some Members believe that we are deliberately NOT communicating with them.

2. LACK OF INFORMATION TO MEMBERS

- The lack of communication to Members has created mistrust and I hope our credibility is not negatively affected.
- The result is that the Membership has major concern about the transparency of our Board of Directors to its Members/Stakeholders.

3. RUMOURS

- There are many rumours circulating around the club which is creating confusion, anxiety, and frustration.
- The Members have heard (from reliable sources):
 - that the golf course will be under construction for 2 to 3 years depending on the 9-9 or 6-6-6 plan
 - The capital cost per member project is approximately \$50,000 and will be financed long term with debt.
 - The Driving Range will be done last.
- The scope and nature of the project has not been disclosed to the Membership other than communication from the last two years concerning the design process. No other financial or membership issues have been disclosed.
- There is speculation that the Board wants to convince the Membership that we are in imminent danger of losing our golf course if something is not done immediately.
- The Members believe that there is no "Plan B" should the proposed project get push-back from the Membership
- I think it is safe to assume that Membership is aware of some or many of the above-stated rumours. This could affect the credibility of all of us.

4. NEED ANALYSIS

- I was Captain while the project developed, so I have an advantage of knowing more than most members and past Captains and Presidents.
- To the best of my knowledge, the items for the past 5 years or so that needed attention were: new traps, irrigation renewal, water capacity issues to increase reservoir volumes (resulting from drought of 2022).

- Andy Staples was retained to analyze and make recommendations about a course re-development program. On a personal note, Andy is a great Architect, and I am very impressed with his knowledge of Willie Park Jr. Further, I believe that his re-design is excellent, especially with his goal of restoring design intent more than 100 years of age.
- How did we go from a "Renovation Plan" (October 2021) to a full-scale redevelopment?
- Our Membership is full; we have a waiting list, and EVERY Member LOVES our golf course, even though some of the greens need attention. So why would we make MAJOR changes that will result in shutting down our golf course, when the Members have not provided any indication to our Board that said changes are warranted?
- Do we understand the ramifications on membership levels should the proposed plan take effect?
- If we intent to continue to attract younger members, we need to modernize our practice facilities. **This should be the first priority in my opinion.** And it does not cost that much relative to the renovation/re-development plan.

5. THE PROGRAM

- MBCC is renowned for its greens. And after 100 years they are still in unbelievable shape, year after year. A program to change every green will take a lot of explaining. Our greens are the most unique in the Province, and possibly the country. What impact will this have on the mystique and reputation our club? How will this affect our long-term membership strategy?
- The original plan was to only replace only a few of the greens; not all of them.
- The recommended program is to replace all the greens.
- At a future meeting, I asked a question about the how the new greens would repel the POA Annual grass if the fairways were POA. The answer was that the fairways would have to be replaced with Bent grass as well.
- The notion of adding tees and modernizing the yardage system is excellent for resort or public golf courses, however, in most private golf clubs, the handicap system compensates for tee equity. I am in favour of adding some tees to compensate for older members
- I have not seen a proper renovation plan for the driving range other than the original one which I thought was not really well received.
- There is not a golf course that I know of in Quebec other than Memphremagog possibly, where the bent grass has not been invaded by POA annual within the first 5 years. The RMGC renovation of the Blue Course for Presidents Cup was a failure. The strategy for overseeding fairways to Bent-Grass to protect the new Bent-Grass greens failed. Today the greens on the Blue Course are dominated by POA Annual.

6. PLAN "B"

- Do we have a Plan "B"?
- What is it?

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- How will this be communicated to us and Members?
 - What are the ingredients of this plan?
 - What will it cost and what will be the impact on play on the golf course?

7. MEMBERSHIP CONSIDERATIONS

- If the golf course were to be disrupted for two or three years, how would we deal with course access? How would we accommodate our current membership on a 9 hole golf course?
- Will there be a return to “tee-times”?
- If the idea would be to run a shotgun starts on weekends and other busy days, how would Members react, especially after 2 years of COVID restrictions.
- What happens to our Fixtures, Interclubs, and Special Events? Is there a feasible way to run these events without 18 holes?
- As you know, I have reached out to Elmridge to see if they could help us find a home in the event that we needed a place to temporarily relocate our club. They have expressed a keen interest in having us join as members with full privileges, including us having our own lockers, club storage, head pro, etc. I agree the location is not ideal, and many members would opt out, it is nevertheless an alternative that shows Membership that we have taken a pro-active approach to deal with the inconvenience of our renovation. We would be able to have all our fixtures, Interclubs and other events. They are the only club I am aware of that has capacity at present. Obtaining tee-time allocations from other clubs may come with “strings attached” which I don’t think is in our best interest.
- What food and beverage facilities will be available?
- Will our golf professional staff be motivated and busy under a redevelopment plan or do we risk losing them?
- How much inconvenience with there by with noise-dirt during construction?

8. FINANCIAL CONSIDERATIONS

- What is the Total Project Cost?
- What does it include?
- Who is the General Contractor?
- Do we have a Fixed Price Contract?
- How much contingency is built in? How do we deal with cost overruns?
- How do we deal with potential project delivery delays?
- Who will be the Project Manager on the site for the GC.
- Who will represent MBCC in dealing with the GC
- What impact will rising interest rates have on the final total cost of the renovation plan?
- Demographics: How many Members will we lose for non-financial reasons?
- What will the Annual Fee Structure be for Members during the Construction Period?
- What assumptions are made for Revenues/ Expenses?
- Is there an opt-out during those construction years for Members?
- No guest revenue and no outside Member sponsored events?

- What financial consideration will be given to Members who are paying off their initiation over a 10-year period (most of them)? Will they be expected to pay full freight?
- What G & A changes will need to be made resulting from fewer Members playing?
- WHAT IS THE PRICE SENSITIVITY DEMAND OF THESE CHANGES ON OUR MEMBERSHIP? Is our brand so strong that Members are not concerned or affected by cost increases through increased annual dues to pay for the renovation costs?